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Marketers slash ads as war erupts

CNN Gulf coverage shines

Crain News Service

CNN President Tom Johnson stood in the CNN Center newsroom in Atlanta Jan. 17, gripping a thick war coverage briefing book, and said what the world had found out the night before:

"There was no situation room in this country that was better prepared than this one was."

Indeed, Turner Broadcasting System's Cable News Network rocked the world Jan. 16 with chilling live reports by Bernard Shaw, John Holliman and Peter Arnett from Baghdad's Al-Rashid.

(Continued on Page 52)

Ad industry pauses

Executives last week faced many decisions on what to do with their ads

'A step at a time.'

■ "We'll have to take it a step at a time and see what we'll do." —**Paul Mulcahy**, VP-advertising, Campbell Soup Co.



Beware of 'backlash'



■ "I don't think [advertising is] proper. There's a backlash potential, and you have to ask, what would you gain from it?" —**Louis Schultz**, exec VP-director of media services, Lintas:USA

'Greater realism' in ads

■ "I think you'll see a much greater sense of realism in terms of soberness and fundamentalism in advertising." —**Shirley Young**, VP-consumer marketing, General Motors Corp.



No 'inappropriate' ads



■ "Most of the things we're discussing with our clients is making sure that at this particular point we're not running anything that would be inappropriate." —**William Weithas**, chairman-ceo, Lintas:Worldwide

An Advertising Age roundup

Marketers are distancing their brands from the Persian Gulf crisis as quickly as they can—even if it means not advertising the brands at all.

Some are pulling spots and abandoning ad schedules entirely.

United Airlines will review its ad plans on Jan. 23, having told agency Leo Burnett USA, Chicago, to pull virtually all its advertising Jan. 16, including ads slated for both of yesterday's National Football League championship games on CBS and NBC.

"As people sit and watch all this war news, no one is interested in making thoughtful consideration of an airline purchase," said John Ruhaak, United VP-advertising. "Advertising has lost its ef-

fectiveness [temporarily]."

The slew of advertisers that won't air spots during news coverage of the war include such leading national advertisers as Procter & Gamble Co.; Sears, Roebuck & Co.; Pepsi-Cola Co.; McDonald's Corp.; and Pizza Hut.

The list also includes Toyota Motor Sales USA, American Isuzu Motors, Miller Brewing Co., Eastman Kodak Co., Ford Motor Co., Hershey Foods Corp., AT&T Co. and American Express Co.

Most of the marketers will continue to run advertising during regularly scheduled programming, however.

Advertisers said they would work with the networks to come up with make-goods for ads pulled for commercial-free war.

(Continued on Page 54)

GULF CRISIS

War bleeds nets of millions a day

By Wayne Walley

The Persian Gulf War has thrown TV ad schedules into chaos and is taking a financial toll, particularly on the Big 3 networks.

The cost of the conflict to networks in lost ad revenues, and war coverage expenses could mount to tens, or even hundreds, of millions of dollars if round-the-clock coverage of the conflict is needed for an extended period.

Estimates of ad revenue losses ranged from \$1 million to \$3 million per day per network.

ABC, CBS and NBC last week began asking whether advertisers would consider running spots in special war coverage or agree to re-express the money slated for regular programming at a later time.

Ironically, the lost inventory could

actually benefit the networks by tightening what's been a soft first-quarter scatter market.

"Overall this might help the networks," said Louis Schultz, exec VP-director of media services for Lintas:USA, New York. "The pre-emptions give much attention to network news. And the make-goods will use up inventory that would have been difficult to sell in a soft marketplace."

"When you take \$9 million a day out [of the networks], yes, that's going to have an impact on inventory. A soft market has been artificially tightened by the shifting of spots," said Mike White, exec VP-director of the media department at DDB Needham Worldwide, Chicago.

ABC, CBS and NBC also asked advertisers last week to delay de-

(Continued on Page 54)

LAST MINUTE NEWS

Dannon yogurt review set

WHITE PLAINS, N.Y.—BSN-Gervaise Danone has put its \$10 million Dannon yogurt account, now at HDM, New York, up for review. Dannon's French parent, BSN Groupe, is a client of Paris-based Eurocom Advertising.

Eurocom recently pulled out of HDM, a joint venture with Young & Rubicam and Dentsu. The Dannon loss comes as HDM is trying to finalize a merger with Lord Einstein O'Neill & Partners, partly owned by Y&R. Dannon is believed to be talking mainly to agencies with French affiliations.

Knapp spikes sale rumor

LOS ANGELES—Knapp Communications Chairman-CEO Cleon T. "Bud"

Knapp last week distributed a two-page memo to employees denying a wave of rumors. Mr. Knapp said it's not true the company will be sold to Hearst Magazines. He also denied that Home—which recently dismissed its general manager and 13 staffers—is on the verge of closing but said the title is being evaluated by acting General Manager Evelyn Carlson. Finally, Mr. Knapp said neither he nor the company plans to invest.

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INSIDE

Robert Edgell:
The life of
a consummate
deal maker
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WPP pressures for more cuts P. 6 • Special Report: Autos drive for niches Starts after P. 38



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NEWS SUMMARY

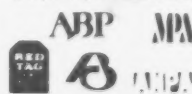
- **Marketers** distanced themselves from the Gulf war coverage, as most pulled advertising. **1**
- **Outside the U.S.**, marketers and media are changing plans because of the Gulf war. **1**
- **Family Media** ended publication of *Savvy Woman* and put at least four other magazines on the block. **3**
- **General Motors** has signed a seven-year deal with CBS for advertising on NCAA basketball coverage. **3**
- **Tribune Co.** said it will sell or close the *New York Daily News* if it can't reach agreement with unions. **3**
- **Folgers Singles**, coffee bags that resemble tea bags, have moved into major new markets. **3**
- **Pillsbury Brands'** Lovin' Lites reduced-fat baking mixes and frostings, and similar products from General Mills under the Betty Crocker name, will roll national soon. **4**
- **Burger King** is extending its value pricing strategy and will tie in with the movie "King Ralph." **4**
- **Dale Lang**, chairman of Lang Communications, is negotiating to buy full control of *Working Woman* and *Working Mother* from Time Warner. **4**
- **WPP Group** is pressuring its agencies, including Ogilvy & Mather and J. Walter Thompson Co., for staff cuts. **6**
- **Omnicom Group** is buying a minority stake in London agency Abbott Mead Vickers. **6**
- **The baby toiletries market** grew 12% to 15% last year, and a number of new rivals are challenging category leader Johnson & Johnson. **16**
- **Saturn Corp.** said it's meeting the sales goal of attracting buyers who would have bought imported cars. **20**
- **Lexmark International**, a company spun off by IBM to market its typewriters and printers, plans to double ad spending to \$20 million this year. **20**
- **Diet cola leaders** Diet Coke and Diet Pepsi will drop comparative taste-test claims in advertising. **24**
- **Cahners Publishing Co.** reportedly laid off some 200 employees from its 2,200-member work force. **48**
- **False-advertising suits** filed under the RICO Act may have been undercut by two recent court rulings. **51**
- **Ad agency executives** said a short war would mean a quick return to normal business and could be a tonic for the lagging economy. **53**
- **Videogame marketers** are preparing for another year of record sales. **55**
- **Kraft USA** will roll out two more fat-free products, Kraft Free mayonnaise and Miracle Whip Free salad dressing. **55**
- **Wilkinson Sword USA** dropped its spring ads for Ultra Glide after a court ruling that its comparative claims were false and misleading. **56**

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Abbott sale could help Scali buyback

By Gary Levin and Laurel Wentz

NEW YORK—Omnicom Group plans to buy a minority stake in Abbott Mead Vickers, London, a move that could speed WPP Group's spinoff of a majority stake in Scali, McCabe, Sloves.

Omnicom is expected to announce early this week that it will buy the 22% stake in Abbott now held by Scali for a price estimated at slightly more than \$10 million. Omnicom would then merge its small London office of BBDO Worldwide into Abbott. BBDO and Abbott have few client conflicts.

Abbott last week acknowledged negotiations with Omnicom that "might result in a closer relationship." Deputy Chairman Adrian Vickers would say only that any deal wouldn't cause a change in the agency's management.

"If it's good for my partners [at Abbott], I would entertain selling it," said Marvin Sloves, chairman-CEO of Scali. "Obviously, I can't sell any asset without [WPP Chief Executive Martin Sorrell's] approval. I have not talked to Omnicom" directly about such a sale, Mr. Sloves added, indicating that the talks were taking place with WPP, which owns 80% of Scali and would get that percentage of the sale's proceeds.

Sources say cash from a sale would help ease WPP's financial pressures and spur progress on Scali's buyback from WPP. Removing the Abbott holdings would lessen Scali's sale price.

Mr. Sloves minimized the strategic importance of Abbott to Scali's other offices but stressed asset sales weren't a condition for the buyback.

"We've not abandoned the buyback, and we're not against another party coming in if they have money," he said. "We're open to every option," including a self-financed buyback, "and we're continuing conversations with a number of outside people."

WPP declined to comment on Abbott, and officials at Omnicom and BBDO didn't return calls.

For Omnicom, the move would cap a long search for an agency to bolster BBDO's London operation, which has been plagued by rapid management turnover and an inability to win accounts.

BBDO ranks just 42nd in the U.K. with 1989 gross income of \$7.9 million. Abbott is more than three times larger, ranking 16th with 1989 gross income of \$25.8 million.

"One of [Omnicom's] imperatives for a while has been to enhance BBDO's competitive position in the U.K. market," said Greg Ostroff, analyst at Goldman, Sachs & Co.

Omnicom acquired London agency Boase Massimi Pollitt in 1989 to revive BBDO, but BMP instead insisted on merging with Omnicom's other agency, DDB Needham Worldwide. The operation is now known as BMP DDB Needham Worldwide.

Sorrell wants deep cuts at O&M, JWT

By Gary Levin

WPP Group Chief Executive Martin Sorrell is seeking to cut costs quickly by pressuring his agency units to reduce their work forces, possibly by as much as 5% worldwide.

Mr. Sorrell has ordered top executives at Ogilvy & Mather and J. Walter Thompson Co. to list employees who can be dismissed without major impact on client businesses, say sources familiar with his plans.

Hundreds of the agencies' estimated 15,000 staffers are expected to be affected, and Hill & Knowlton also may be involved.

Savings from the anticipated layoffs are said to be built into first-quarter budgets and must be completed by March 31 to stick to budgets and satisfy WPP's lenders.

U.K. accounting rules allow the costs associated with layoffs, including severance payments, to be taken before they're actually made.

Those targeted are said to include regional directors in the administrative, account management and financial areas whose jobs are duplicated within the agencies or at WPP itself.

Most of the layoffs are likely to occur outside the U.S., where the units have been more vigilant in belt tightening, the sources say.

Burt Manning, chairman-CEO of J. Walter Thompson Co., and Graham Phillips, chairman-CEO of Ogilvy & Mather Worldwide, didn't return calls seeking comment, and it was unclear to what extent the two executives would resist the dismissals.

Salaries alone now account for nearly half of WPP's total operating costs of \$1.8 billion.

The cuts are consistent with WPP's financial problems and

stern warnings from Mr. Sorrell in letters sent late last year to operating unit chiefs as they prepared their 1991 budgets.

WPP has told analysts its 1990 pretax profits would be 18% less than originally anticipated due to unforeseen weaknesses in fourth-quarter revenues. Mr. Sorrell wrote that the first half of 1991 would continue to be "extremely difficult" for WPP.

"In these circumstances and bearing our overall position in mind, it is essential that all costs

"There still are significant inefficiencies, duplication of costs, unnecessary levels of management, and unnecessary overheads and coordinating units."

are conservatively budgeted and that staff costs in particular are held down or reduced," he wrote. "There still are significant inefficiencies, duplication of costs, unnecessary levels of management, and unnecessary overheads and coordinating units."

For example, JWT USA's staff includes a chairman, a vice chairman, a president, a CEO and a North American CEO.

O&M has already begun removing management layers, particularly in New York, but more steps will be needed. The agency has been unsuccessful at winning new business and hasn't been able to lease out excess office space.

"I expect there to be some significant reductions in overhead

coming in the next few months as part of the plan to recapitalize and downsize in a recession," said Greg Ostroff, analyst at Goldman, Sachs & Co.

"The situation at yearend [1990] was about in line with what they thought it would be in November," when WPP announced its lower profit expectation, said James Dougherty, analyst at County NatWest Securities USA.

But holders of WPP's \$620 million in debt are forcing Mr. Sorrell's hand in cost cutting and eliminating the company's common dividend, a move Mr. Sorrell is said to have resisted.

"At the moment, WPP feels its main constituency is the banks, not the shareholders," Mr. Dougherty said.

Already, Mr. Sorrell has reduced his corporate staff, laying off two U.S. executives charged with cross-selling WPP services to clients.

"I think it was necessary and correct for WPP corporate, through its own [cost cutting] actions, to signal the type of cost savings and retrenchment it wished to see from its operating units," said John Quelch, a WPP director and professor at Harvard University's Graduate School of Business Administration.

"We're not asking the operating units to do any more or less than WPP corporate has done in the last month in terms of evaluating costs and overhead," Mr. Quelch said. "The pressures for improved productivity that WPP is requiring of the operating units will actually serve, in my opinion, to make the operating units stronger in the long term and better able themselves to successfully negotiate the uncertain economic conditions that exist in 1991."

Agency staffing keeps even keel in '90

By Gary Levin

Staffing levels for the top 10 U.S. agency employers held steady at yearend even as the ad business contracted sharply in the latter half of 1990.

An Advertising Age survey of the 10 agencies with the largest U.S. staffs showed total employment was up just 0.2% to 21,476 from April levels, despite a difficult fourth quarter and a bleak outlook for at least the next several months.

Last April, the Ad Age survey showed total employment was 21,438, a 0.4% decline from the previous October. The figures don't represent total U.S. ad agency employment, which by most accounts has been on a steady decline for the past few years.

An annual survey by the American Association of Advertising Agencies of its members, for example, reveals there were 69,676 employees at 716 member agencies in 1985, but only 69,014 employees, for a 1% decline, at 750 member agencies in 1989, the most recent year for which figures are available.

"The business itself has gone up dramatically, but [employment levels] have been flat," said Harry Paster, exec VP at the Four A's.

"The trend is to let people go and hold off on hiring," he said, adding that large agencies are often more insulated from cyclical downturns.

Predictably, big agencies that

"No matter what [the economy is doing], we've got a lot of work to do. Our workload has gone up, not down."

added substantial business also fattened their payrolls, while those on the losing end continued to pare staffs.

Leo Burnett Co., Chicago, was the biggest gainer, with staff levels rising to 2,270, a 4.4% hike compared with April levels. New York-based Ogilvy & Mather had the largest employee decline, dropping 5% to 1,991.

"We're right about where we thought we'd be" with personnel,

said Jack Kraft, vice chairman-administration and finance at Burnett. "We've been adding to our sales promotion and direct marketing staffs, that's part of it. But no matter what [the economy is doing], we've got a lot of work to do. Our workload has gone up, not down."

O&M declined to comment on its past and future work-force reductions, which have stemmed from account losses and heightened financial pressure from its owner, WPP Group, London.

But J. Walter Thompson Co., New York, another WPP unit, said that while it too has cut staff, it expects no further significant retrenchment, despite rumors to the contrary.

"1990 was a year of adjustment," said Ronald Burns, CEO of JWT North America. "I think we've been prudent, planned conservatively, trimmed back and adjusted for the times."

Since April, JWT has trimmed its U.S. staff of 2,564 by 49 people, a 1.9% drop, including several at its recruitment advertising unit, itself plagued by a bleak job outlook.

"We're going into 1991 in pretty

Agency employment rankings

Staffing levels at the top 10 agency employers rose slightly in 1990 despite a generally weaker ad environment, but many shops expect layoffs to accompany a further downturn in 1991.

Rank	Agency	April 1990	December 1990	% chg
1	Young & Rubicam	3,091	3,109	0.6
2	J. Walter Thompson USA	2,564	2,515	(1.9)
3	Foote, Cone & Belding	2,380	2,411	1.3
4	Leo Burnett USA	2,174	2,270	4.4
5	Ogilvy & Mather	2,096	1,991	(5.0)
6	Grey Advertising	1,916	1,963	2.5
7	Lintas USA	1,900	1,930	1.6
8	D'Arcy Masius Benton & Bowles	1,874	1,872	(0.1)
9	McCann-Erickson	1,763	1,709	(3.1)
10	Saatchi & Saatchi	1,680	1,706	1.5
	Totals	21,438	21,476	0.2

*As of November 1990. Source: Advertising Age

good shape," Mr. Burns said. "I don't anticipate any significant changes in U.S. employees in the coming year."

But others see continued retrenchment.

"The downsizing is going to continue to be a fact of life in the agency business," said John J. Dooner Jr., president of McCann-

Erickson North America.

"1991 is not going to be a picnic" for agencies, Mr. Dooner said, adding that he's going to continue to "run a tight ship."

Mr. Dooner believes revenue from last year's new-business wins will forestall any layoffs until the economy picks up in the second half of 1992. □

Finding



**'The customer's
always right'**

By Raymond Serafin

In the early 1920s, some dealers asked Henry Ford if he would vary the color of the Model T, by far the biggest-selling car of its time.

"You can have them any color you want, boys, as long as they're black," Mr. Ford replied.

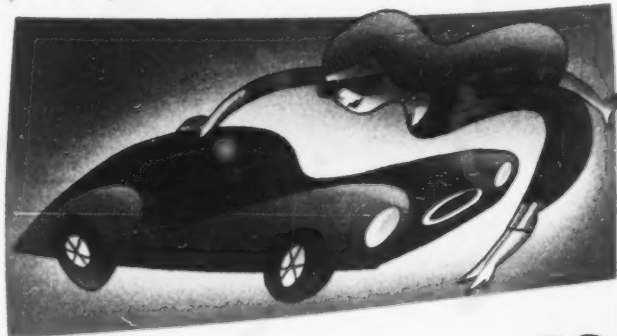
"That's a viable concept only if you don't know what other colors consumers want," says Bill Vanderbok, director of automotive research at Plog Research, today.

The growth of consumer information in the last 15 years allows better customer targeting, says Mr. Vanderbok, which means "now there's a lot less risk in niche marketing."

If information made niche marketing possible, competition has forced the issue.

The number of competitors keeps

the right



growing, and they're fighting for shares of a smaller market. Auto industry sales have been shrinking from about 15.8 million cars and trucks in 1988 to 14.8 million in 1989 and about 14.2 million in 1990.

Increasingly, the winners are companies that do the best job of using niche marketing to personalize product design, address individual needs and win the loyalties of customers.

The emphasis on more effectively serving niches won't abate as economic uncertainty has automakers bracing for a decline in 1991. General Motors Corp. and Ford Motor Co. both plan for industrywide sales of only 13.5 million.

With more than 600 models competing for fewer buyers, "it's very tough for any specific nameplate or brand to get people's attention and consideration," says Shirley Young, VP-consumer market development for General Motors.

Ralph Sarotte, market plans manager for Chrysler Corp.'s Dodge division, says the need to stand out is one reason to develop niche products.

"There used to be only 15 nameplates, and if you were an established brand you could expect a rea-

sonable segment of the market," he says. "Now you have to do something attention-getting to get people to shop you."

Dodge is using low-volume niche products to shape an image for affordable performance, starting with two 1991 models, the Stealth sports car and the Spirit R/T sedan. On deck is the limited-production Viper, a two-seat sports car, due out in the 1992 model year.

In addition to using niche strategies in product development, automakers are focusing on everything from media and creative decisions to owner-loyalty programs.

"If a customer buys a car every five years, and there are 2½ cars per household, you could be talking about \$400,000 as the value of that customer over a lifetime," says Ms. Young.

Michael Grimaldi, Oldsmobile's general marketing manager, says the GM division is "determined to be-

come [a] leader in customer satisfaction and repurchase loyalty" through its "Oldsmobile Edge" package of guaranteed satisfaction, roadside assistance and bumper-to-bumper warranty.

"We will place as much emphasis in our advertising on the Edge as on any of our products," Mr. Grimaldi says.

The newest automotive player, GM's Saturn Corp., evaluated more than 300 publications before settling on 30 magazines as part of a strategy to reach an import-owning audience.

Saturn is trying specifically to reach young, educated adults who "are information oriented, who list reliability and durability as the No. 1 reasons for buying a car, and who are somewhat leading edge in that they'll try something new," says Luana Floccuzio, Saturn's advertising manager-consumer marketing.

Saturn chose some non-traditional publications such as *Atlantic*, *Harper's* and *Wigwag* because "we wanted publications that people spent some time with," she says.

Henry Ford might have been surprised at the lengths his company now goes to actively seek consumer input.

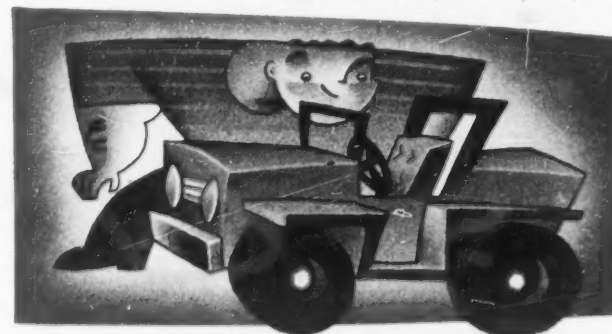
Consultancies conduct "a couple thousand" focus groups a year for Ford to get reactions to products, dealership experiences and advertising, says Toby Hynes, director of marketing research for Ford's North American automotive operations.

The focus groups are used "all the way through the development cycle" of a product, Mr. Hynes says.

The 1920s disdain for customer opinion has turned into a '90s desire to target the customer's every need.

"There's a gap between what a customer wants and what management thinks the customer wants," Mr. Hynes says. "And what we're trying to do is close that gap." □

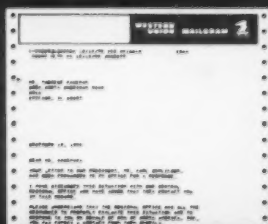
niche



With increasingly sophisticated data bases, carmakers take the risk out of tapping narrow buyer segments

INSIDE

OUT OF LEFT FIELD



Truck sales not picking up . . . but ad spending can't be blamed

Pickup truck unit sales in thousands

	Jan.-Nov. 1990	% change from Jan.-Nov. 1989
GM	823.2	-8.0%
Ford	754.1	-4.5
Chrysler	206.3	-5.0
Toyota	168.1	-12.5
Nissan	125.4	1.9
Mazda	73.4	-1.0
Isuzu	43.2	1.8
Mitsubishi	23.2	6.0
Domestic total	1,783.6	-6.2
Import total	433.3	-4.4
Industry total	2,185.9	-7.2

Note: GM trucks are sold under Chevrolet and GMC names, Chrysler Corp. trucks are sold under Jeep nameplates.
Source: Automotive News

Advertising Age graph: Christine M. Martin

Leading advertised truck, minivan and sport-utility brands in millions of dollars

	Jan.-June 1990	% change from Jan.-June 1989
Chevrolet S-10	\$24.7	47.2%
Jeep Cherokee	23.6	56.8
Pontiac Trans Sport	20.0	NA
Ford Explorer	16.7	NA
Toyota Previa	14.2	NA
Ford Ranger	13.0	-57.3
Isuzu Trooper	11.9	44.3
Ford Aerostar	10.3	30.1
Dodge Dakota	9.4	7.3
Oldsmobile Silhouette	8.3	NA

Note: Multiproduct ads not included in this ranking of spending in nine measured media.
Source: LNA/Arbitron Multi-Media Service

Full-size pickup battle is drawing imports' interest

By Michelle Krebs

There may be a new challenger in the boxing match between Chevy and Ford pickup trucks.

General Motors Corp.'s Chevrolet Motor Division and Ford Motor Co. have

been jabbing at each other continuously in ads for their full-size pickup trucks since 1987, but Toyota Motor Sales USA is rumored to be jumping into the ring by the mid-1990s. This would mark the first import to challenge the domestics in that niche.

The imports have made big inroads in other segments, but the domestic automakers say they're ready to take on all comers.

"By the time a Toyota, Isuzu, Nissan or any import manufacturer is ready to compete in the full-size arena, we'll be even stronger from a selection, mix and quality perspective than we are today," says Frank Raine, Chevrolet marketing manager-trucks.

Toyota recently announced plans to build a second assembly plant in Georgetown, Ky., where it now builds the midsize Camry. Toyota executives say the plant will be used to build more Camry models.

But some industry observers believe the Camry is a smoke-screen, and the plant will be used to build full-size pickup trucks or a combination of Camrys and pickups. If so, Toyota could be selling full-size pickups in the U.S. by 1994.

Toyota is keeping a tight lock on its plans for this segment—one of the industry's brightest for most of the 1980s until sales recently fell off dramatically.

"We continually reassess those segments in which we aren't represented. But we presently have no plans to produce a full-size pickup truck," says John McCandless, Toyota's Midwest regional PR manager.

Nevertheless, industry observers believe a full-size truck makes sense in Toyota's product line.

Toyota will have to break into new niches to fulfill its lofty sales goals: 1.5 million vehicles in the U.S. by 1995 and 2 million by 2000, when it hopes to surpass Ford. It now sells more than 1 million vehicles in the U.S. annually.

Full-size trucks would be a logical move for Toyota, says Mr. Raine. He thinks Toyota will proceed with the launch because it wants to be a full-line maker.

Like Japanese manufacturers American Isuzu Motors, Mazda Motors of America, Mitsubishi Motor Sales of America and Nissan Motor Corp. USA, Toyota already has penetrated the small pickup truck market. It led other imports in small-truck sales for the first 11 months of 1990; total small-truck sales should be just less than 300,000.

Toyota appears to be the import most seriously looking at the full-size market.

"Obviously with a newcomer like Toyota, we're concerned," says Michael Zevalkink, truck marketing plans manager, Ford division. "But we'll be fully competitive."

He says Ford's and other full-size truck makers' head start in the niche allows them to benefit from the segment's high owner loyalty. And full-size buyers tend to be from the South and Midwest,

February 19, 20, and 21, 1991

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AND ASSOCIATES**

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At no time in history has the automotive industry witnessed such rapid change and in no other area has this been more evident than in automotive marketing.

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- Consultants
- Megadealers

Last year's conference was a home run, we sold out and turned away many! All feedback, formal and informal, was highly positive.

Partial contents of the program will be reviews and prognosis of:

- Automotive supply and demand
- Changes in broadcast and print media
- Changes in agencies and manufacturers
- Social change
- Creative challenges

by relevant key insiders and objective informed outsiders.

This vital and timely conference will be held at the Ritz Carlton Hotel, Marina del Rey, CA.

Conference Schedule

Feb. 19	12:00	Registration
	2:30	First Session
	6:00	Reception/Dinner/ Speaker
Feb. 20	8:00 - 4:30	Conference
		Free Evening
Feb. 21	9:00 - 2:30	Conference
Fee: \$750 (special hotel room rates available)		

For more information and reservations, please call Lee Schuermann, Sales Manager, Media and Advertising Services (818) 707-4674.